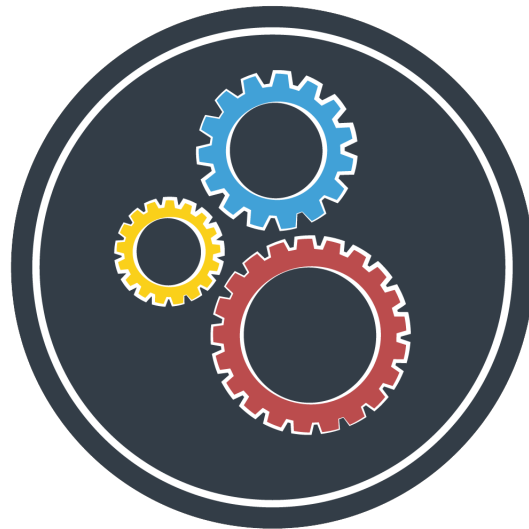


The Areas of Worklife Survey

Individual Report

Michael P. Leiter and Christina Maslach



AWS

Prepared on September 8, 2018 for:
Survey Participant

You completed your evaluation at 12:51 pm EDT on August 16, 2018.

Contents

1. Introduction
2. Why is the Work Environment Important?
3. What Drives Burnout in the Work Environment?
4. Your Worklife Profile
5. Your AWS Results
 - Your AWS Scale Scores
 - Your Group's AWS Average Scale Scores
 - Your AWS Percentile Scores Compared to Your Group
 - Your AWS Percentile Scores Compared to General Population Norms
6. Recommendations

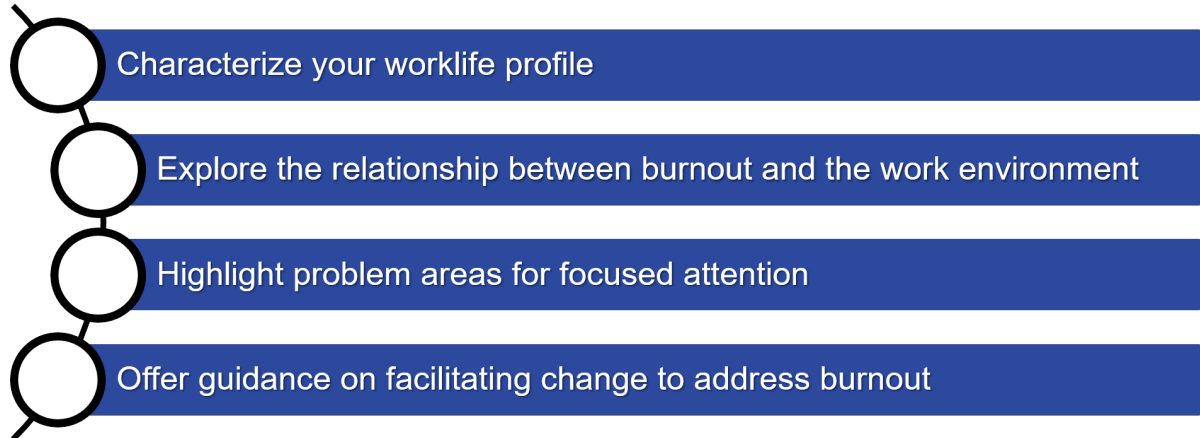
Resources

- Appendix A. Solutions for Worklife Problems
- Appendix B. Your Responses to the AWS

1. Introduction

This report uses your results from the Areas of Worklife Survey (AWS) to assess the degree of fit or the degree of mismatch you feel with key aspects of the organization: Workload, Control, Reward, Community, Fairness, and Values. A mismatch can contribute to burnout.

This report can help....



Please note that the report is an aid for interpretation of your assessment results, but it is not a diagnostic tool.

2. Why Is the Work Environment Important?

Imagine a work environment that is efficient, stable, and reliable; where people treat each other with respect, frontline staff and managers solve problems rapidly, all stakeholders are aligned around customer care and striving to achieve optimal quality, cost, and service, and employees are engaged in all aspects of work redesign and continuous improvement.

Research has shown that when the organization gives people control of the work environment, and gives them support, positive changes result. A better fit between the employee and the work environment is good for the individual and good for the organization.

As an employee, when you take a leadership role in work process redesign, you see improvement as part of your job, knowing the improvement effort can succeed. Through this effort, you analyze your work and use a scientific process to identify and fix workplace problems. With this deeper understanding, you are in an empowered position to improve processes and customer care.

Best practice: have a dedicated regular time to talk about process improvements, e.g. close the office for an hour each week.

3. What Drives Burnout in the Work Environment?

We look at six key areas of your worklife to assess the degree of fit between you and the organization. A lack of fit, or mismatch, between you and the organization can lead to burnout.

Six Areas of Worklife

Workload: The amount of work to be done in a given time. A manageable workload provides the opportunity to do what you enjoy, to pursue career objectives, and to develop professionally. A crisis in workload is not just stretching to meet a new challenge, but going beyond human limits. An example item: “I do not have time to do the work that must be done.”

Control: The opportunity to make choices and decisions, to solve problems, and to fulfill job responsibilities. A good match has correspondence between control and accountability. A mismatch occurs when you lack sufficient control to fulfill your responsibilities. An example item: “I have control over how I do my work.”

Reward: Financial and social recognition for contributions on the job. A meaningful reward system acknowledges your contributions to work and provides clear indications of what the organization values. People experience a lack of recognition as devaluing their work and themselves. An example item: “I receive recognition from others for my work.”

Community: The quality of an organization’s social environment. People thrive in communities characterized by support, collaboration, and positive feelings. Mismatches occur when you don’t have a positive connection with others at work. An example item: “Members of my work group communicate openly.”

Fairness: The extent to which the organization has consistent and equitable rules for everyone, and that resources are allocated according to generally understood and consistent procedures. Fairness communicates respect for the organization’s members. A lack of fairness indicates confusion in an organization’s values and in its relationships with people. An example item: “Resources are allocated fairly here.”

Values: Values are what is important to you and to the organization. When personal and organizational values are congruent, successes are shared. Mismatches occur when differences exist between your values and the organization’s values, or if the organization does not practice its stated values. An example item: “My values and the organization’s values are alike.”

4. Your Worklife Profile

Mism
You h
burno

Wo
you
inte
dem

Avera
overall
wish t
impro

Co

Fair

Good
have

Complete information appears in actual report

Re
and

Co
coh
pro

Val
the
you

5. Your AWS Results

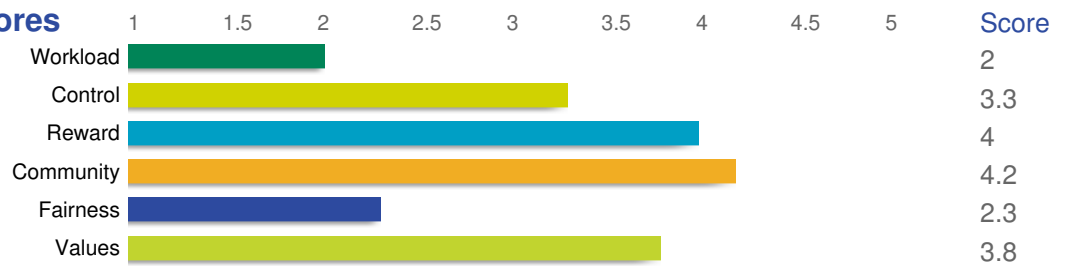
Your AWS Scale Scores

Your average scores for the AWS scales are shown below.

1	2	3	4	5
Strongly Disagree	Disagree	Hard to Decide	Agree	Strongly Agree

If a score is 2 or less ("Disagree"), this indicates a mismatch between you and the organization, and this is an area that needs attention.

Your AWS Scale Scores



Your Group's AWS Average Scale Scores

If a score is 2 or less ("Disagree"), this indicates a mismatch between the surveyed group and the organization, and this is an area that needs attention.

Your Group

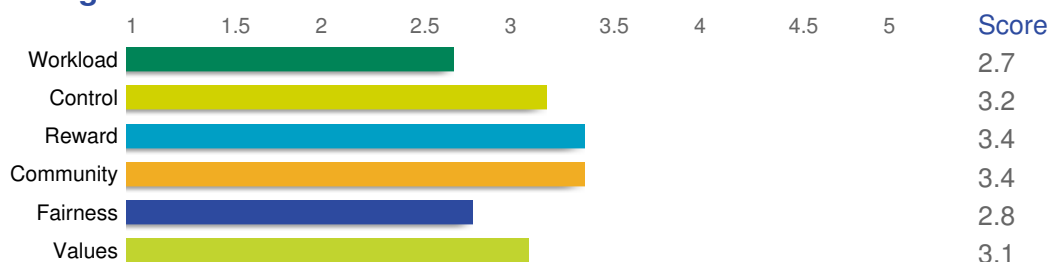
Population Group: Sample AWS Norm

Number of participants in this norm: 5

Campaigns included in this norm:

AWS Sample Report

Your Group's AWS Average Scale Scores



Your AWS Percentile Scores Compared to Your Group

The AWS measures the degree of fit vs. mismatch between the individual and the organization. Your percentile scores for the AWS scales compared to your group's scores are shown below. Percentile means that this percentage of people has less fit/agreement with the organization on that topic. For example, a 92 percentile Workload score would mean that your degree of fit/agreement with the organizational Workload is better than 92% of your surveyed group.

Your Group

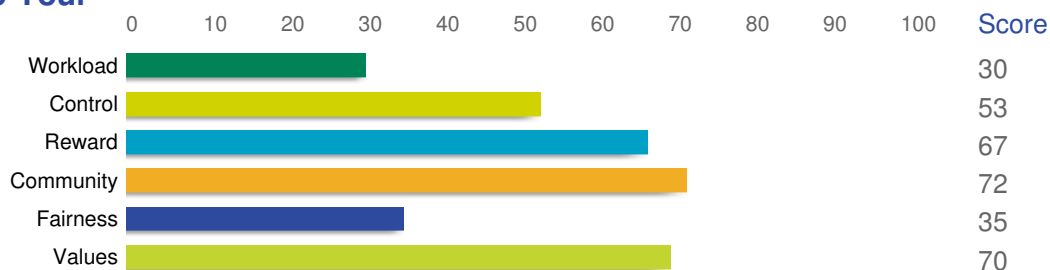
Population Group: Sample AWS Norm

Number of participants in this norm: 5

Campaigns included in this norm:

AWS Sample Report

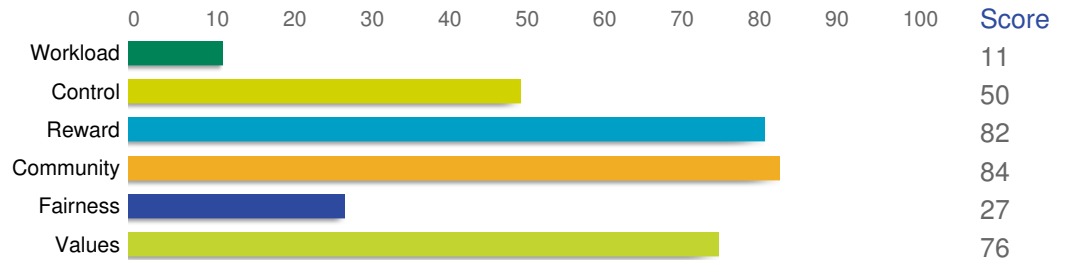
Your AWS Percentile Scores Compared to Your Group



Your AWS Percentile Scores Compared to General Population Norms

Your percentile scores for the AWS scales compared to a general population of 22,000+ people across a diverse set of occupations are shown below. Percentile means that this percentage of people has less fit/agreement with the organization on that topic. For example, a 92 percentile Workload score would mean that your degree of fit/agreement with the organizational Workload is better than 92% of people surveyed. The percentiles apply to the other scales in the same way.

Your AWS Percentile Scores



6. Recommendations

Use the

Build yo
organizat

Participa
with issu
Worklife

Don't get
participat
substanti
workflow.

Think car
to someo
about the

We reco

Complete information appears in actual report

1. See

2. Ste

Take an
affect per
strategie

If you ar
you are d
understa
Consider

If you ha
becomin

Adapted
2016. htt

Related products available from Mind Garden:

The *Maslach Burnout Inventory* describes a range of burnout profiles at the intersections of emotional exhaustion, depersonalization, and low personal accomplishment.
<https://www.mindgarden.com/117-maslach-burnout-inventory>

The *Multifactor Leadership Questionnaire* measures a broad range of leadership styles, including transformational leadership. <https://www.mindgarden.com/16-multifactor-leadership-questionnaire>

The *Profiles of Organizational Influence Strategies* measures how people use influence in their organizations.
<https://www.mindgarden.com/135-profiles-of-organizational-influence-strategies>

The *Work Environment Scale* measures the social climate relative to productivity, employee satisfaction, and expectations. <https://www.mindgarden.com/161-work-environment-scale>

Appendix A. Solutions for Worklife Problems

The six A
area and

Workloa

Workloa
ahead of

Devel
during

Carve
Put a

Impro
plan c

Impro
and fix

Complete information appears in actual report

Reduc
from a

Control

Control p
permitted
coworker

Increa
choice
you ar

Share
yourse
how y

Team
ethic,
like he
Little c

Reward

You may
challeng

Better
variou

Stron
your a
worke
to insti

Better
negoti
can yi

Complete information appears in actual report

Commu

Commun
these oc
symptom

Confli
with c
their d

Better
better
a varie
smoot

Unity
comfo
older
Organ
comm

Fairness

Issues of
that no m
lowered
eliminati

Prom
civil to
unacc

Valuin
about
diversi

Ensur
reduce

Complete information appears in actual report

Values s

When th
conflict. I
and cont

Maint
behavi
create
recom

Prom
with th
cowor
stance

Add m
about
cowor

Appendix B. Your Responses to the AWS

Your responses are listed below by scale. Within each scale, item scores are ranked by the degree of mismatch with the work environment. Mismatch can lead to burnout.

Scales use low-to-high score ranking — low scores indicate a mismatch with the work environment.

Conversely, reverse scales use high-to-low score ranking — high scores indicate a mismatch with the work environment.

1	2	3	4	5
Strongly Disagree	Disagree	Hard to Decide	Agree	Strongly Agree

Workload

Score	Scale	Item
5	Reverse of Workload	
4	Reverse of Workload	Complete information appears in actual report
4	Reverse of Workload	I do not have time to do the work that must be done.
2	Workload	
3	Workload	

Control

Score	Scale	Item
3	Control	I have control over how I do my work.
3	Control	
3	Control	Complete information appears in actual report
4	Control	

Reward

Score	Scale	Item
2	Reverse of Reward	
2	Reverse of Reward	Complete information appears in actual report
4	Reward	I receive recognition from others for my work.
4	Reward	

Community

Score	Scale	Item
3	Community	
2	Reverse of Communit	
4	Community	
5	Community	
5	Community	Members of my work group communicate openly.

Complete information appears in actual report

Fairness

Score	Scale	Item
4	Reverse of Fairness	
4	Reverse of Fairness	
2	Fairness	Resources are allocated fairly here.
2	Fairness	
3	Fairness	Complete information appears in actual report
3	Fairness	

Values

Score	Scale	Item
3	Values	
3	Values	Complete information appears in actual report
4	Values	My values and the Organization's values are alike.
5	Values	